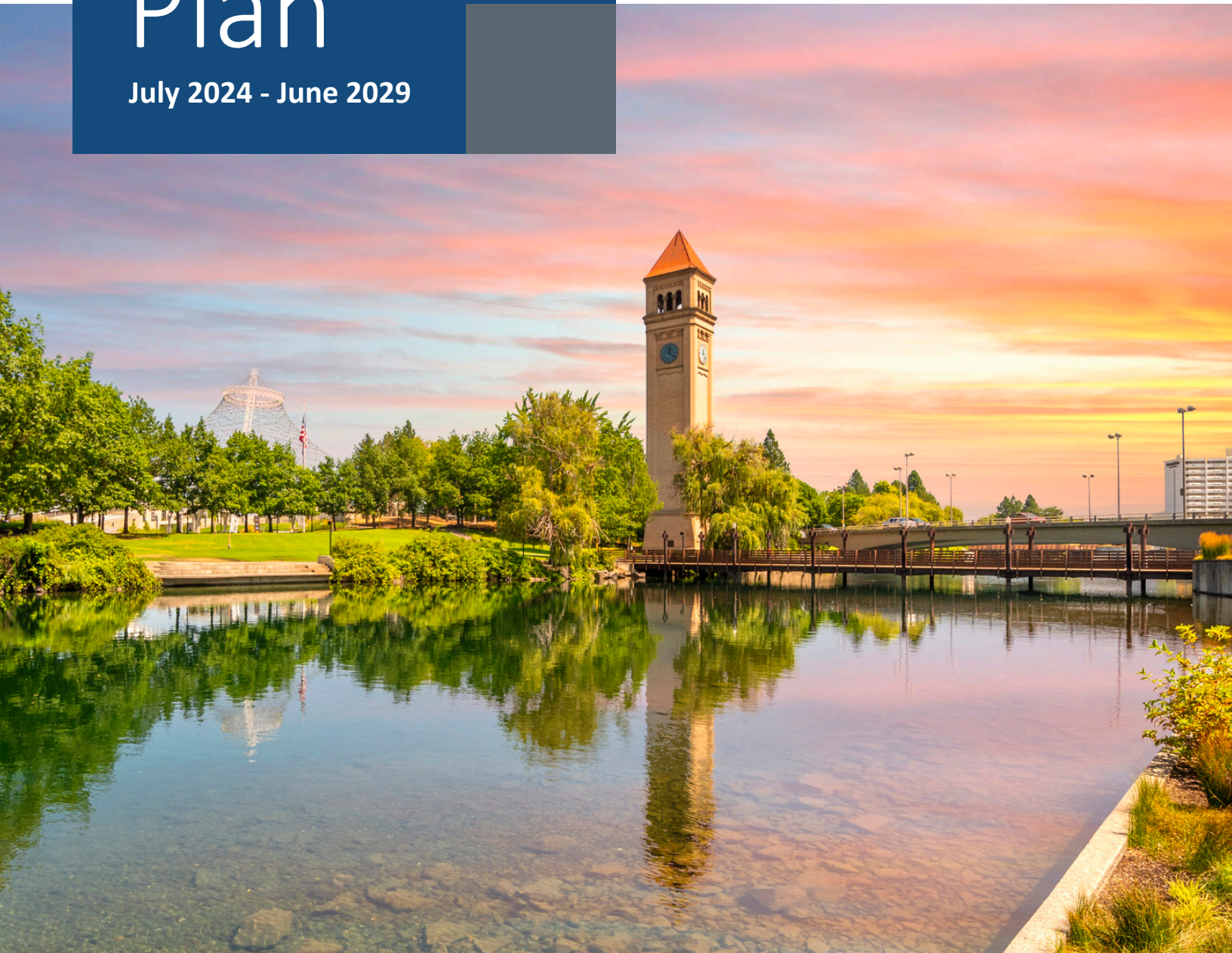


# Strategic Business Plan

July 2024 - June 2029



## Vision

Achieve the highest level of voluntary compliance by being the trusted leader in tax administration and public service.

## Mission

To efficiently administer tax laws and public service programs with integrity.

## Values

Integrity, Cooperation, Accountability, Respect, and Excellence.

# Revenue at a Glance

## Revenue collected (FY24)

### State revenues (in billions):

Retail sales and use tax	\$15.9
Business and occupation	\$6.9
State property tax levy	\$4.6
Other state taxes	\$4.5

### Local revenues:

Retail sales and use tax	\$7.1
Other local revenues	\$0.8

**Total collections** **\$39.8**

Cost per \$100 collected 56¢

## Reporting/active businesses

### Active reporting (as of 7/1/2024):

Monthly	176,102
Quarterly	240,007
Annual	216,529

**Total** **632,638**

Audits 4,331

Voluntary compliance 98.2%

## Tax return filings

Monthly	2,090,158
Quarterly	882,297
Annual	192,980
<b>Total</b>	<b>3,165,435</b>

## Staffing

FTEs 1,501.6

## Operating budget 2023-2025 biennial

FY24	\$224.1M
FY25	\$208.6M
<b>Total</b>	<b>\$432.7M</b>

## Unclaimed Property

Property reported	\$365M
Claims approved	419,718
<b>Returned to owners</b>	<b>\$154M</b>

## Working Families Tax Credit (WFTC)

Applications approved	194,799
Children benefited	285,000
<b>Total refunded</b>	<b>\$145.1M</b>

## Tax revenue collected and what it provides

- \$15.9 billion — State retail sales and use tax
- \$6.9 billion — Business and occupation tax
- \$4.6 billion — State share property tax
- \$4.5 billion — Other state taxes and fees
- \$7.1 billion — Local retail sales and use tax
- \$0.8 billion — Other local taxes



## Customer service



**11.4 million**  
Website visits



**344,773**  
Phone calls



**804**  
WFTC outreach events



**21,162**  
Live chats



**424,773**  
Business license applications and renewals received



**97**  
Educational workshops (2,254 attendees)



# Our Story

## Serving Washington

The Department of Revenue's mission is to efficiently administer tax laws and public service programs with integrity. Headquartered in Tumwater, the agency has field offices statewide in Bellingham, Bothell, Kent, Port Angeles, Richland, Seattle, Spokane, Tacoma, Vancouver, Wenatchee, and Yakima. In addition, the Audit division has 55 out-of-state auditors located in 22 states. The agency's staff of over 1,400 includes a wide variety of positions such as lawyers, agents, examiners, analysts, public benefit specialists, appraisers, programmers, foresters, auditors, and support staff.

## Strategic Pyramid

The Strategic Pyramid communicates Revenue's vision, mission, values, and goals to our staff and customers. It establishes the expectations we strive to achieve and the foundational elements that will ensure success. This pyramid also drives the agency strategic business planning process.

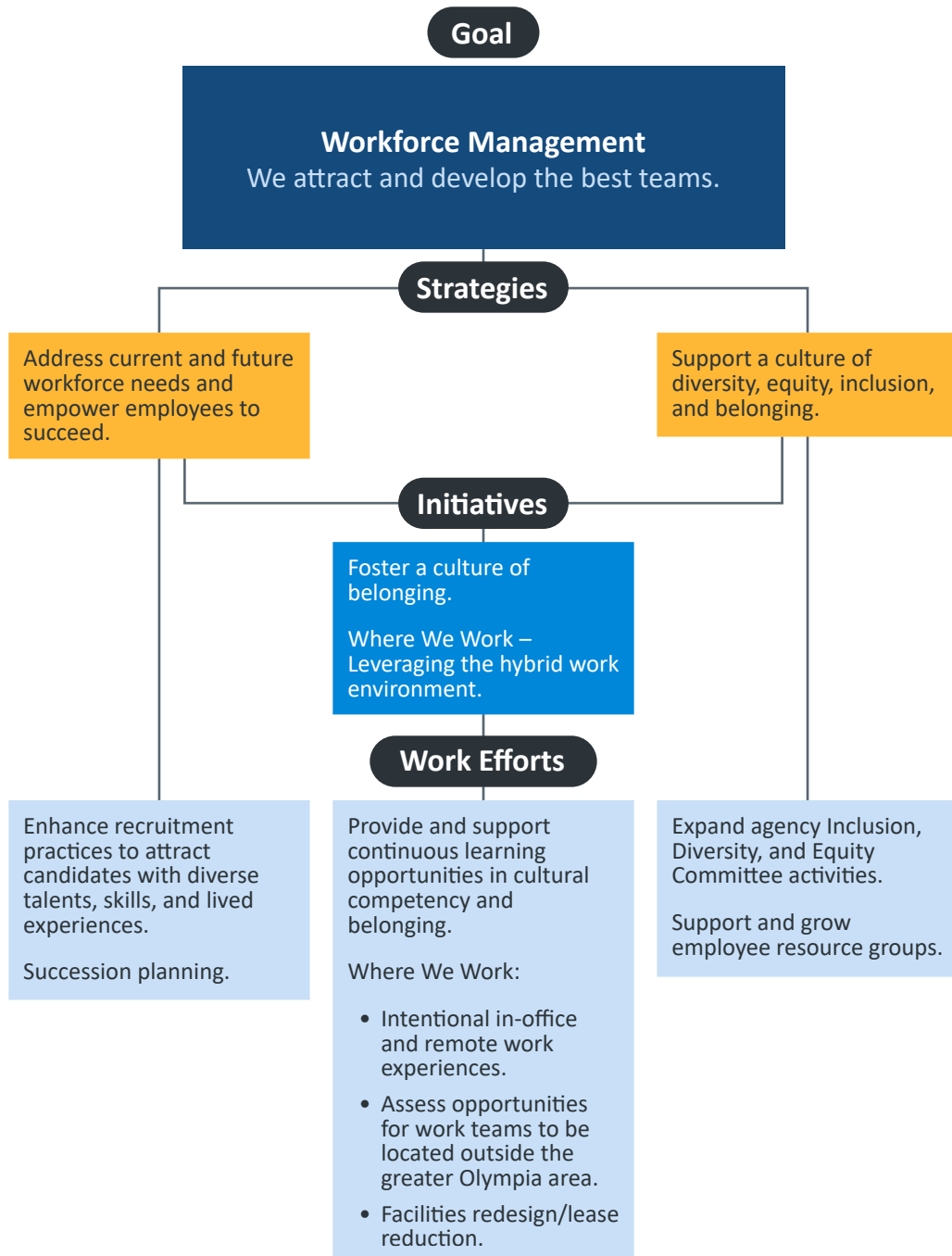
## Strategic Business Plan

The next few pages illustrate how we're building initiatives and work efforts to reach agency goals.



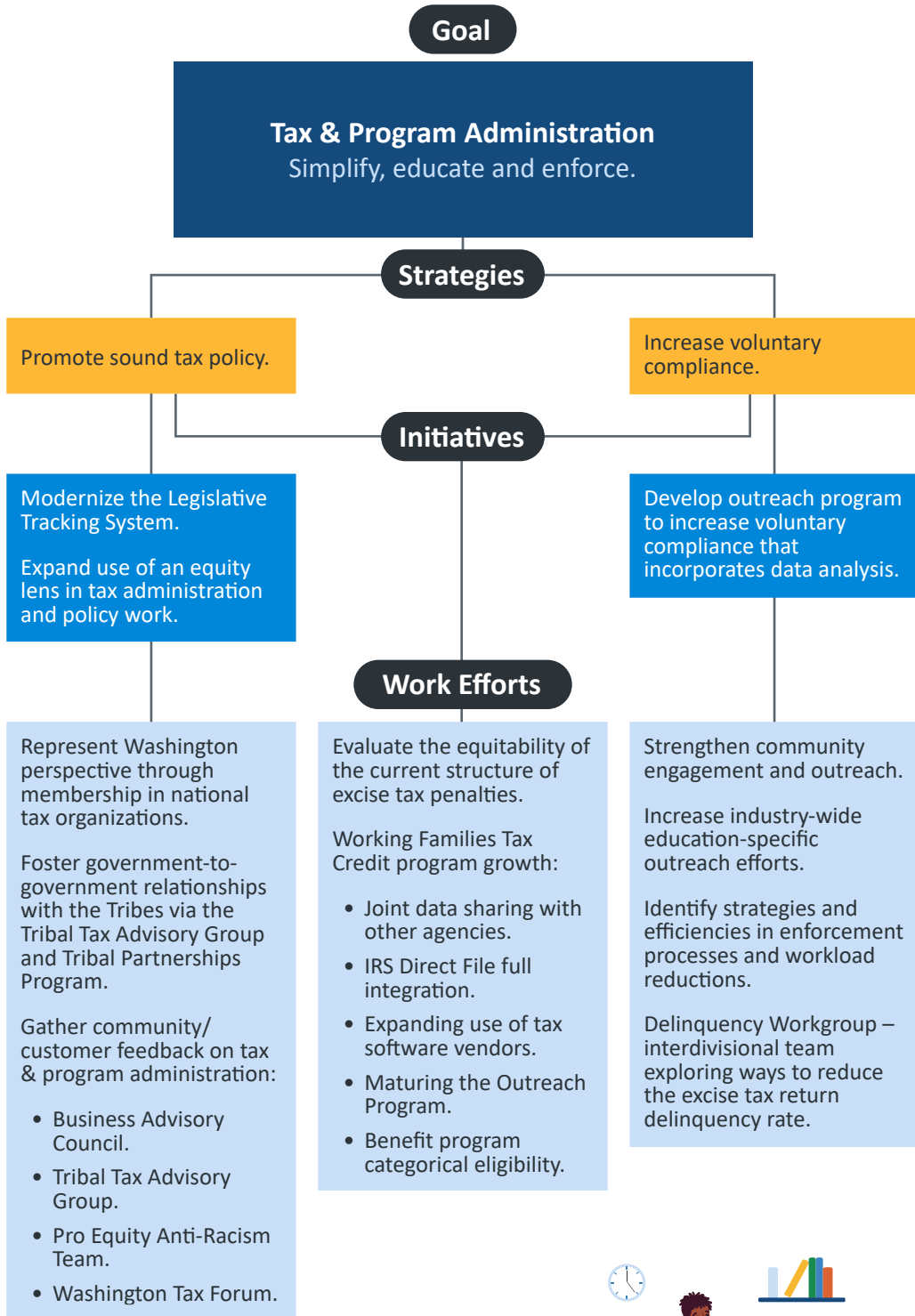
**We are Washington's primary tax collection agency.**



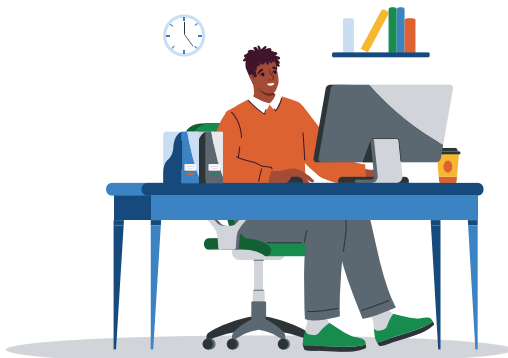


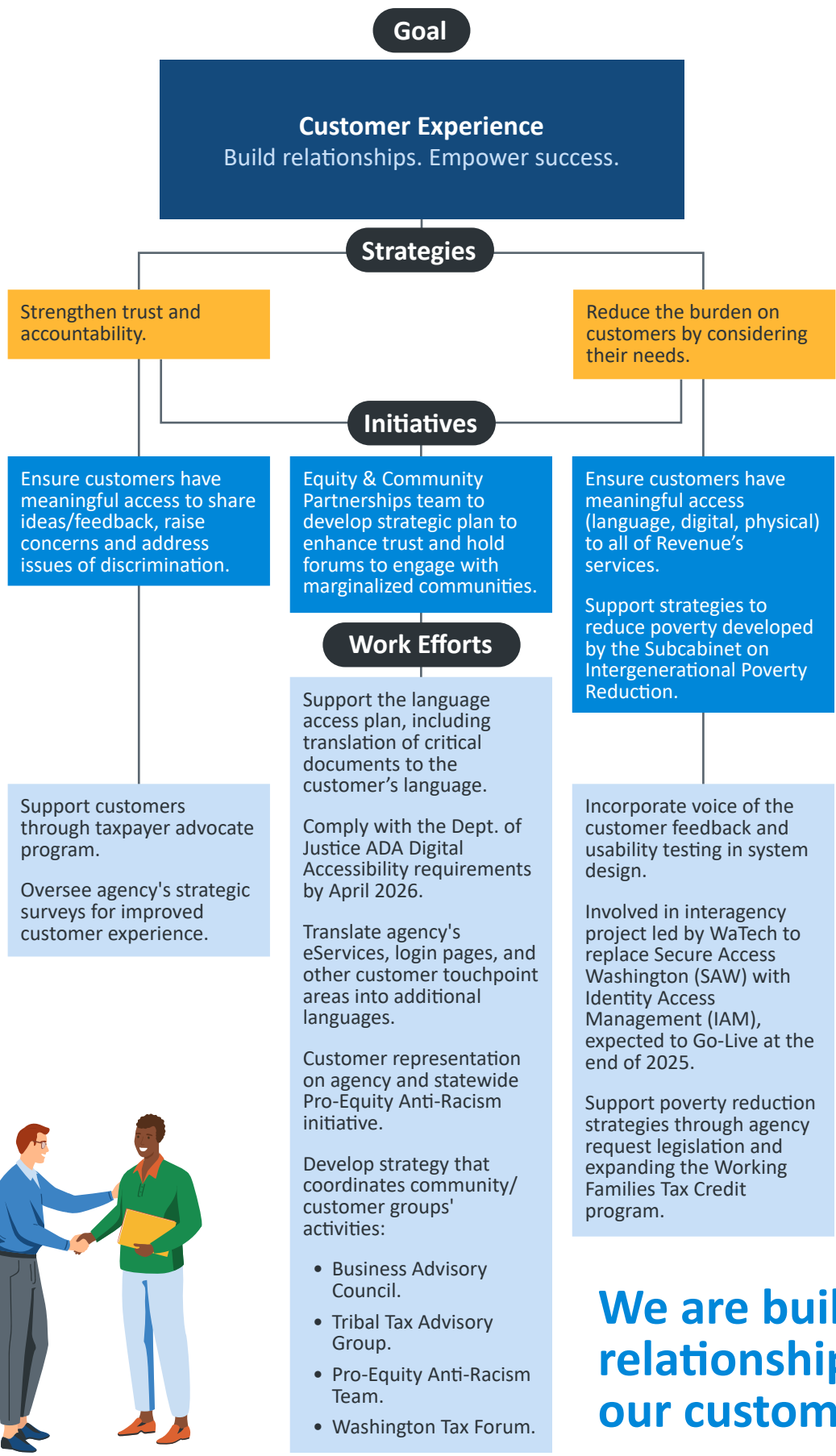
**Our foundation is built on engaged employees.**





**We believe in sound tax and operational policy.**





**We are building relationships with our customers.**

Goal

Promote Innovation  
Ideas creating value.

Strategies

Foster and support a culture of innovation.

Enhance our administration through continuous improvement.

Leveraging technology to help us achieve our goals.

Initiatives

Establish program to empower staff, building a culture of innovation.

Improve efficiencies in our automated tax and licensing system by using data to:

- Prioritize work.
- Resource work.
- Clarify interdivisional expectations and roles.

Enhance services by modernizing the customer service center.

Actively engage in One Washington initiative to successfully replace the current statewide accounting system.

Artificial Intelligence - Discovering practical uses and risks.

Work Efforts

Empower employees to share and implement innovative ideas through collaboration at all levels.

Incorporate employees' diverse perspectives and ideas resulting in creative problem solving and continuous improvement.

Develop internal technological expertise.

Improve customer interactions, such as live chat.

Assist and implement One Washington initiative to develop a single statewide financial system.

Modernize electronic records management process and technology tools.

Deploy Intelligent Character Recognition system.

Research AI to develop use cases for tax policy & tax administration.

Redesign agency dashboard and key performance indicators.

Draft an Innovation Program strategic plan to include:

- Criteria for innovation.
- Encouraging staff to be curious.
- Highlighting agency innovation.

We foster ideas that create value for our agency.





P 360-705-6705 | F 360-705-6655 | 6500 Linderson Way SW, Tumwater, WA 98501

